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**COMMAND COLLEGE CLASS XIX**

**"What will be the impact of community policing  
on criminal investigations in a large police department  
by the year 2004?"**

**JOURNAL ARTICLE**

**by**

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**This Command College Independent Study Project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.**

**Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.**

**Managing the future means influencing the future--creating it, constraining it, adapting to it. A futures study points the way.**

**The views and conclusions expressed in the Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).**

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## **INTRODUCTION**

"Community policing has made the transition from being a promising experiment to becoming the wave of the future. Recent research conducted by the National Center for Community Policing in cooperation with the FBI Academy's Behavioral Science Unit verified earlier findings that the majority of police departments in major jurisdictions have already adopted some form of community policing or they plan to do so in the near future."<sup>1</sup>

In a 1991 interview, former New York City Police Commissioner and current U.S. Drug Czar, Lee P. Brown, said that, "The professional model of policing that is intentionally detached from the community is simply not working. It's the old, "Dragnet" mentality that used to be on television: "All we want are the facts ma'am, just the facts." We don't want to know anything about you. We just pull up in our cars and all we want to know are just the facts."<sup>2</sup>

As headlined in the U.S. News and World Report, August 2, 1993, it is time that the police get Beyond Just the Facts Ma'am, Only the Facts. Community policing is law enforcement's hottest new idea and therein lies a problem. Despite it's allure on paper, turning theory into practice on the unforgiving streets of urban America, is proving complicated. According to the U.S. News and World Report, "if community policing can't deliver quantifiable results quickly, it could end up on the scrap heap of innovation."<sup>3</sup>

Policing agencies in the United States face a formidable challenge. In order to embrace community policing, police agencies must change the very core of their culture.

Community policing is a philosophy, management style, and organizational style that promotes proactive problem solving and police community partnerships to address the causes of crime and fear, as well as other community issues. Community policing is not, a "program of the month" as it was described by one Sacramento Police Department Lieutenant. In his opinion, "community policing will go away in a couple of years like everything else we've tried. Team policing, management by objectives, crime prevention, MPO, TQM, it's all the same. That stuff didn't work before, and community policing won't work now."<sup>4</sup>

A literature scan for information on the implementation of community policing revealed many timely and scholarly works on this topic. Most of the writings describe changes in management, training, decentralization and patrol tactics, and performance evaluation and reward structures for patrol officers, needed to implement community policing in an organization. However, the all inclusive thread in these works was that community policing is thought to be a uniformed police patrol function only. Any reference to criminal investigation by police detective in the community policing philosophy was noticeably absent.

In order to further explore the issue of the investigators role in community policing the author traveled to four large California cities in order to review how their investigative units implemented the community policing philosophy. The cities chosen were: Long Beach, Los Angeles, San Diego, and Santa Ana. The following is a synopsis of the major points developed during the visits with these agencies:

- The assignment of investigators to neighborhoods rather than to specific types of

crimes. This had the effect of making some investigators generalists rather than specialists.

- The decentralization of investigators to area substations in the same geographical area where they were assigned.
- The alignment of investigative areas to mirror those of patrol district boundaries.
- Encouraging investigators to get out into the street to interact with the community patrol officers and criminal suspects. This policy discouraged the use of telephone interviews and other impersonal contacts.
- Aggressive case screening to help reduce investigators case load and to provide feedback to the victims on solvability factors.
- Flexibility on hours of work for the investigators to provide more opportunity to communicate with the community and the patrol officer.
- An emphasis on getting current information to the appropriate patrol officers for assistance on solving crimes.
- Movement toward a three tier system of handling cases: A decentralized generalist investigator to handle most crimes; a specialized and centralized investigator to handle crimes that would require specific abilities such as homicide, sex assaults, child abuse, and forgery cases; and task forces to handle regional crime problems with multiple law enforcement agencies.

In order to investigate the current status of training for police detectives in the philosophy of community policing, the author interviewed Sgt. Jim Hyde of the

**Sacramento Police Department. Sgt. Hyde is currently the instructor for Community Oriented Policing and Problem Oriented Policing at the POST Institute for Criminal Investigations(I.C.I.). Sgt. Hyde indicated that most investigators from throughout the State of California, had received no training in Community policing philosophies. Hyde indicated that the majority of these detectives felt that:**

- Community policing was a patrol function.**
- There were not enough detectives to do community policing.**
- Management does not support detectives' involvement in community policing.**
- Detectives do not have time to get out and meet with the community.**
- Detectives were too specialized to become involved in community policing.**
- Community input would interfere with their investigations.**

**Sgt. Hyde felt that a change to a community policing philosophy is absolutely necessary for criminal investigations. He indicated that the investigative function will fall behind in community expectations and lose community support. A loss of community support would create even more frustrations for detectives that currently feel they are second class citizens in relation to patrol officers. Sgt. Hyde added that even some of his fellow instructors in the Institute for Criminal Investigations do not think that community policing as a subject area belongs as a course being taught in the I.C.I.**

**Clearly, there is an issue here. On one side community policing seems to be sweeping the nation as a way for the police to deal with the rising tide of crime. Internally, however, police investigators do not see themselves as a part of this future wave. Therefore, as a currently evolving issue, the purpose of this paper will be to explore the**

**following: What will be the impact of community policing on criminal investigations in a large police department by the year 2004? Other closely related issues were also investigated: How will community policing be implemented in a traditional investigative unit? What will be the role of criminal investigations in supporting community policing? Will the centralization of criminal investigations enhance community policing?**

### **The Future of the Issue**

**In order to determine the future impact of community policing on criminal investigations, it is necessary to forecast the effect various trends and events could have on the issue. In order to develop these future trends and events, the author used a brainstorming technique known as a nominal group technique. In this process, a group of subject matter experts were brought together to brainstorm the issue statement.**

**Twelve panel members were selected from various interrelated fields, i.e. law enforcement officers, a district attorney, school teacher, a police union labor relations specialist, a city finance expert, a community activist, and a political analyst. These panel members were asked to participate using NGT processes in identifying which trends and events would bear on the issue of the impact of community policing on criminal investigations by the year 2004.**

**The panel identified the following as the top ten events likely to impact the issue:**

- 1. Drugs are decriminalized in the state of California.**
- 2. The District Attorney in Sacramento County starts a program of criminal**

prosecution based on geographical areas.

3. New trade agreements are secured for Northern California.
4. The state requires community policing for all agencies in the state of California.
5. Criminal penalties for juveniles are made similar to criminal penalties for adults.
6. Welfare funding in the state of California is eliminated.
7. A tax bill specifically for the police is passed in the state of California.
8. The city and county of Sacramento are consolidated into one government agency and one law enforcement agency.
9. Gun control is implemented in the state of California.
10. New technologies enhance the capabilities of home detention and probationer control for inmates of the criminal justice system.

The panel also developed the following ten trends as those which would likely impact the issue statement:

1. An increase in the number of police and community partnerships.
2. An increase in gang mentality and predatory behavior.
3. A decentralization of police functions.
4. An increase in the number of young, unskilled, single parent families.
5. An increase in the efficiency of police investigations as a result of intelligence information from the community.
6. An increase in the number of police sponsored youth mentoring programs.
7. An increase in the level of community involvement and mobilization in reaction to the perception of crime and disorder.



8. An increase in the number of non-English speaking neighborhoods.
9. Majority support for strict gun control.
10. An increase in the access to police investigators by the community.

### Future Scenario

Using these trends and events, as well as information from Literature scans and interviews described in the introduction to this paper, the author developed the following alternative future scenario. What follows is a look back through time from the year 2004 to 1994.

Ten years ago in 1994, Northern California was struggling in the midst of what was then described as a sluggish economy. In 1994, the nation was dismantling its military industrial complex. The outbreak of peace was having a frightful effect on the economy of Northern California. The response to this changing economy was varied. On one hand our leaders were attempting to secure new trade agreements with countries on the Pacific Rim and attempting to develop peacetime uses for our defense industries. On the other hand, society was becoming more frugal with its dollar. Funding for state and federal welfare programs was not supported by any political party and government was being driven towards new efficiency as evidenced by the consolidation of the city and county of Sacramento in order to save money on what the voters saw as redundant and wasteful government bureaucracy.

Expectations for law enforcement were changing rapidly as well. In order to reduce bureaucracy and increase efficiency, the legislature in the state of California passed a

requirement for community policing for every police department in California. The District Attorney in the county of Sacramento implemented a program of basing criminal prosecutions on geographical areas. That is, Deputy District Attorneys were assigned to specific areas so that they could develop a rapport and communications with the community they serve. The numbers of police and community partnerships increased and there was a corresponding increase in the decentralization of the police function. The decentralization allowed the police to become closer, both in proximity and in interaction, to the public. This closer interaction resulted in an increase of efficiency of police investigations as a result of criminal intelligence information from the community.

The demographics of California changed significantly during this period as well. There was a large increase in the number of non-English speaking neighborhoods throughout the state. There was also an increase in the number of young unskilled single parent families. Both groups required special services from law enforcement.

The voters of the state of California continued their distrust of political leaders. A tax bill specifically for law enforcement was enacted in California. Additional legislation that was passed banned firearms in California and decriminalized the possession of most drugs as well. Also in an effort to assist law enforcement the voters of California changed juvenile criminal laws to make penalties similar to those of the adult penal system.

In summary, the ten years between 1994 and 2004 have brought increased support to law enforcement in the state of California. But this support is tempered by a rise in

expectations of the police and their ability to provide services in a manner desired by the community.

This scenario was selected for the basis for strategic planning.

### **Strategic Plan**

The organization selected for strategic planning is the Sacramento Police Department.

This department has approximately 1,000 employees. Of these employees, approximately 600 are sworn police officers. The remainder are civilian employees. The City of Sacramento, California's capital, has approximately 395,000 residents. The city of Sacramento is situated in a statistical metropolitan area of approximately 1.2 million people. Many state government offices are located in downtown Sacramento and the workday population increases the city by over 100,000 workers and visitors everyday.

The city's population is extremely diverse and has a growing population of immigrants from Asia, Mexico, and Central America and Eastern European nations. The Sacramento Police Department has a mission statement that was adopted in 1993: "The mission of the Sacramento Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and to enhance the quality of life in our city." A micro mission statement was developed to guide the strategic planning toward the issues of the future. This micro mission statement follows:

"The Office of Criminal Investigations of the Sacramento Police Department will use its human and technical resources and multi-disciplinary partnerships to work with the

community to identify and eliminate crime, the perception of crime, and social disorder within the neighborhoods of Sacramento.

Investigators in the Office of Criminal Investigations will nurture and maintain direct personal contact with all segments of the residential and business community in order to prevent crime, identify the perpetrators of crime, and to create an atmosphere where business can prosper and mutually beneficial partnerships can develop.

The management of the Office of Criminal Investigations will provide policy direction and organizational structure that facilitates and encourages direct citizen to investigator contact. Partnerships with the business and educational community will be sought out that will help the Police Department identify and purchase high technology equipment to support demands for information by the police and citizens alike.

It is only through a close, respectful, continually evolving, working relationship with the people of our city, that the Sacramento Police Department, Office of Criminal Investigations, can provide public safety services of the type and quality that our citizens demand."

### **External Environment**

In order to plan for the success of this mission, the external and internal environments of the Sacramento Police Department must be evaluated.

There is significant public and political support for the philosophy of community policing in the city of Sacramento. The Sacramento Police Department has been involved in community policing since 1989 and in the limited areas where community

policing efforts have been concentrated there has been a significant decrease in actual crime and a very significant increase in the sense of community ownership, empowerment, and well being. The successes of these community policing efforts within the patrol division have been widely chronicled in the media and heralded by local politicians. These community policing efforts have been made possible largely through limited grant funding.

The Sacramento Police Officers Association (SPOA), that represents police officers in labor negotiations, feels that in order for community policing to be expanded to other areas of the department, i.e. criminal investigations, additional officers must be funded by the City of Sacramento. It is the opinion of the Sacramento Police Department that without additional funding, community policing cannot and should not be expanded.

### **Internal Environment**

Uniformed patrol officers have seen the benefits of community policing. There has been a commensurate drop in calls for service and reports that must be written in those areas where community policing has been implemented. However, there is much skepticism within the Office of Criminal Investigations regarding the applicability of community policing to investigations. Concerns range from do we have enough detectives to take on additional duties, to a refusal to change roles from a specialized investigator, working out of a centralized facility, to a generalist, working out of a decentralized substation. There are also many investigators that feel that community and political support

(funding) is going only to the patrol officer because of their involvement in community policing. Many investigators want to be similiarly involved.

### **Key Stakeholders**

It is necessary to identify the key stakeholders that relate specifically to the issue of the impact of community policing on criminal investigations. For the Sacramento Police Department, these stakeholders include the following: Detectives in the Office of Criminal Investigation; the Sacramento Police Officers Association; the Mayor, and members of the City Council; the Chief of Police; the District Attorney's Office; Victims Rights Groups; business and community groups; public school administrators; and allied law enforcement agencies.

Because of the successes of community policing in the uniform patrol divisions, there would be some support for community policing in criminal investigations from the law enforcement stakeholders. That would include the Sacramento Police Officers Association, the District Attorney's Office, the Chief of Police, Detectives in the Office of Criminal Investigations, and allied law enforcement agencies. Their support is critical. In some cases that support may be somewhat measured and circumspect, , however, these groups would not oppose the implementation of the mission statement.

Political support from the Mayor and City Council and business and community groups would also be expected. Again, somewhat measured in terms of funding and impact on other services. There generally would be support for the mission of this plan.

The most uncertain support for this plan would come from Victims Rights Groups. This

group has significant political and public support. If this group was to see community policing as soft on crime, they could cause significant difficulties for the implementation of the community policing philosophy.

### **Key Strategies Considered**

In order to achieve the micro mission statement proposed, several alternative strategies were developed. Those alternative strategies were analyzed using the following criteria: community support, criminal justice system support, fiscal impact, and marketability. After analyzing the alternative strategies developed by the aforementioned criteria, one strategy was considered for implementation. That strategy was to assign investigators based on geographical areas, not crime type and to decentralize investigators into the various substations of the Sacramento Police Department. In order to realize the key strategy selected, an implementation plan was developed.

### **Implementation Plan**

The following implementation plan would operate over a period of nine to ten years. The primary purpose of this implementation plan would be to secure appropriate support to begin the implementation of the strategy and to ensure that there is commensurate funding and continual evolution of the strategy so that it will continue to meet the needs of the community through the year 2004. The key elements of the implementation plan are as follows. The Chief of Police will name a project director, in this case, the police Captain assigned to the Office of Criminal Investigations. The

Chief of Police appoint an advisory board comprised of key people from each investigative unit. It will be critical that the people selected for this board be held in esteem by their fellow investigators, represent various ethnic groups, have formal ties to the Police Association. This advisory board should have direct access to the Chief of Police in order to make efficient and educated policy decisions quickly. It will be necessary to train the advisory board on the tenets of community policing. The training would ideally be accomplished by outside consultants that have been involved in community policing. Externally a driver must be established for this plan. A community policing commission appointed by the Chief of Police, approved by the City Manager, and recognized by the City Council, would be developed. This commission comprised of business leaders interested in promoting public safety, leaders of the clergy, minority group leaders and neighborhood association representatives. The commission would be charged with the responsibility of marketing the investigative community policing philosophy, directing the evolution necessary for the philosophy to stay current and meaningful, and to develop a financing strategy to expand this policing effort over the ten year time span. It would be incumbent upon the Police Department to work in conjunction with this commission to provide regular reports to the City Council in evaluation of the community policing process.

### **Transition Management**

Change in any organization will bring about stress, chaos and unproductive employee activity. Similarly, change in an organization can cause stress and chaos to external



stakeholders and customers. Management of this disorder and minimizing the stress and chaos caused by the change as the Office of Criminal Investigation moves toward a desired future is the purpose for the transition management plan. The first step in this process is the identification and analysis of those persons that are defined as the, "critical mass". Critical mass is defined as those people or entities most likely to advance or restrict the pursuit a the proposed mission: Those people or entities and an analysis of their current level of commitment is as follows:

- Chief of Police, Sacramento Police Department

The Chief of Police will assist in the implementation of community policing in the Office of Criminal Investigations. His overall philosophy for the police department is one of commitment to community policing. The Chief of Police needs to become one of the "cheerleaders" for developing the community policing philosophy. He needs to publicly announce his support for this change and lobby with the city manager and individual city councilmembers for their support.

- Mayor, City of Sacramento

The mayor will allow this change to happen in the Office of Criminal Investigations. The mayor's support would assist in delivering political support from virtually the entire City Council and from political entities of the Democratic Party. The mayor enjoys being cast as a change agent in any new and successful development within the city. Because of the successes enjoyed by community policing in the Patrol Division, the mayor's support during the early stages of this implementation plan is virtually certain.

- District Attorney, County of Sacramento

**The District Attorney needs to assist in this change of mission for the Office of Criminal Investigations. The DA is in a unique situation, in that much of his success can be directly linked to the quality of investigations conducted by the Police Department. If the quality of investigations from the Police Department results in a lower conviction rate, the District Attorney may be negatively impacted at election time. Conversely, if the public feels that investigations of criminal conduct and their ultimate prosecution is responsive to the community, can result in votes for the incumbent District Attorney.**

- **President, Sacramento Police Officers Association**

**The union president feels that the philosophy of community policing needs to be combined with additional police officers in order to be successful in the police department and to meet his goals as the president of the bargaining unit for police officers in the city. His support is critical in the success of the proposed mission. In order to successfully move the president from his position, the internal advisory board of the Office of Criminal Investigations must lobby both the president and members of the Board of Directors of the Police Officers Association. Making board members part of the detective advisory board will also assist in swaying the union president.**

- **Captain, Office of Criminal Investigations. Sacramento Police Department**

**The captain is in a critical position for the success of this plan. Without his enthusiastic support, this plan is very much in jeopardy. By making the captain the program manager of this proposed implementation plan, the captain has a personal stake in the success of the program. It is imperative that the Chief of Police and the Executive staff of the Sacramento Police Department give public recognition and**

accolades for the captain during the infancy of the program and ensure that there are small initial successes that can encourage the captain.

- City Manager, City of Sacramento.

The city manager will allow and support the changes proposed for the Office of Criminal Investigations. It is imperative, however, that he direct that other city services and department heads also support this move. Personnel from the city bureaucracy that he can deliver include the director of Data Management for technological support, the Deputy City Manager in charge of Neighborhood Services for support from Code Enforcement, Building Inspection, Fire Prevention, City Attorney and the Planning Department. The city manager is very pleased with the success of community policing in the Patrol Division so that he too should provide support at least in the infancy of this implementation plan.

- Executive Director, Victim's Rights Advocacy of Sacramento County.

At this time the Victim's Rights Advocacy (VRA) group has seen community policing as being, "soft on crime". The VRA has substantial influence over the District Attorney. It is imperative that members of the Community Policing Commission and detectives from the advisory board meet with the VRA and educate him on the community policing philosophy. Objective data needs to be supplied to the VRA so that they can see that crime rates, arrest rates and clearance rates are positively effected by community policing.

### **Change Management Structure**

In order to make a smooth transition from the traditional method of criminal investigations to one of a community policing philosophy, a transitional management structure will need to be developed within the Sacramento Police Department. This transition management group will continually attempt to move the organization from current state to the articulated and desired future for community policing. The transition will need to be completed over a two to three years so that a significant amount of training and experimentation can take place. For that reason it will be necessary for a project manager to be named and supported by the Chief of Police. The manager described earlier as the Captain in charge of the Office of Criminal Investigations will be selected. Natural leaders selected from the various units of the Office of Investigations will provide the manager with a group that can deliver most of the detectives assigned to the Office of Investigations. These individuals will comprise the internal advisory board to the program manager.

Training and education for the program manager and the advisory board is extremely important. The training selected should not only include the tenets and philosophy of community policing, but also training and transition management, developing healthy interpersonal relationships, and crisis intervention. Also highly recommended by the author, are training classes such as those by the Carnegie Institute that involved salesmanship and public speaking.

### **Technologies and Intervention Methods**

Various technologies and methods will be utilized to minimize the high anxiety and low

stability that occurs during organizational change. The technologies proposed will be mainly used for communications to individual employees or to groups of employees as the situation requires.

1. An electronic voice mail system wherein each employee has his or her own "mailbox" for audio messages. Voice mail systems can be programmed so that groups of employees can receive the same messages simultaneously and confidentially.
2. Closed circuit video information. Due to the proposed decentralization of the Office of Criminal Investigation, it may be necessary to employ an existing system of closed circuit video to send, "real time" meetings and conferences on the implementation of the strategic plan to off site locations and to offices located in other parts of the main police building.
3. E-Mail Systems using computer technology will enable the program manager and the advisory group to send messages in text form to individual employees of the Office of Criminal Investigations. Updates on changes within the office and rumor control for inquiries by employees will be immeasurably affected in reducing the chaos that will occur during this organizational change.
4. Television, radio and the print media will also be used to market the investigative community policing philosophy outside the organization. The program director and the advisory group will be in charge with the responsibility to develop stories for the print media and angles for the electronic media to build on.

### **Problem Finding**

The program manager should train facilitator in the nominal group technique process. These trained personnel will conduct NGT meetings with small groups of effected personnel from the Office of Investigations. The central item of discussion would be the impact of the transition on the office. Participants in the NGT process would be asked to list potential problems and their corresponding solutions in a priority fashion. This highly formalized process would allow the Chief of Police and the program manager to identify early on what the most significant problems in implementation are starting to evolve.

### **Education and Training**

Formal instruction on community policing would be used for certain stakeholders. It is critical that this training be given to employees as well. Training classes, especially those combined with internal and external stakeholders will be a powerful instrument in developing consensus among the involved personnel. The better understanding that all people within the organization have of the philosophies, the plans, and the organizational changes that are proposed, the better the chances for success of this program. As described by Richard Beckhard and Reuben Harris in their book Organizational Transition, "The resistance to change is often rooted in confusion and uncertainty amongst managers as to how and whether or not they could fit into a rapidly growing or changing organization." Again, drawing from Beckhard and Harris, "Employees become uncertain and anxious and as a result work against achieving a

desired end state when they are uncertain as to what will happen. A natural human reaction to uncertainty is to tighten up and seek answers frequently from within narrow circles of uninformed, but also anxious colleagues. Rumors abound, fueled by speculation and largely erroneous information about future plans."<sup>5</sup> Education, training, and allowing employees to become part of the planning process will reduce both employee uncertainty and resistance to change. It is the author's opinion that an organization cannot overtrain, nor over-communicate to its employees during a time of organizational change.

### **Conclusion**

The days of Detective Sergeant Joe Friday and his policing style of "Just the facts ma'am, only the facts" is rapidly drawing to a close. In his time and place Detective Sergeant Friday was the right person and philosophy for the job. Fridays reform style policing and his ramrod straight approach to dealing with crime and victims brought policing to a new level of professionalism. Community policing philosophies are continuing to change the way police services are delivered in the United States. The communities expectations of the police are decidedly more than just gathering facts and making arrests. The community wants the police to solve problems, to listen to their complaints and to work in partnership with multi-disciplinary service providers to improve the quality of life in their neighborhoods. There is every indication that these neighborhood demands will continue and even accelerate into the future.

How then will community policing be implemented in a traditional investigative unit?

Implementation of community policing strategies in the Office of Criminal Investigations

will require most effort in changing internal values within the Police Department. The executive management of the Police Department must make a strong commitment to the new investigative philosophy. A strong program manager and an influential advisory group to drive the internal to change must be developed. Additionally, marketing and a high degree of internal communication must take place within the organization in order to calm the fears of anxious employees.

What will be the role of criminal investigations in supporting community policing? One of the keys to the community policing philosophy is the interaction between the public and its police. Police investigators are in a very good position to be able to interact with the community. Their caseloads can be controlled and prioritized through the use of crime analysis and community input. The police investigator is also in a position to bring other resources to bear on neighborhood problems. The holistic approach that criminal investigators can bring to neighborhood problems is the type of efficiency and customer focus that taxpayers are demanding from government.

Will the decentralization of criminal investigations enhance community policing? This study has determined that decentralization will be the key in the impact of community policing on the investigative function. Mirroring the uniform practice of area responsibility, the detective will be responsible for investigation of all crimes occurring within a geographical area. The police detective, along with the patrol officer, will become part of the community. Easily accessible to receive and disseminate information on criminal activity, the police investigator will serve as a central point for information for the community and the patrol officers alike. The decentralization of the detective



**will greatly facilitate and enhance this interchange of information.**

**What will be the impact of community policing on criminal investigations in a large police department by the year 2004? The way detective work is done has changed very little in large police departments in modern police history and just as community policing has changed the way patrol officers do their jobs, community policing will force criminal investigations to evolve or else lose political and community support. The culture of this tradition bound institution of the police detective will be forced to shed its mystique and open itself up to the community. As the year 2004 draws closer, American society will see increased diversity in its population and even more dynamic growth and change. It is my opinion that the only way modern criminal investigations will be able to cope with the changes forecast is through increased interaction with the people of the community in an atmosphere of understanding, accessibility, and mutual respect.**

## ENDNOTES

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